

Agency

Administrative Support Center

*A Business Unit of
DAPSC*

Defense Logistics

Operation Plan

1998 - 1999



"One Team, One Focus"

Commandant's Message

The Defense Logistics Agency Administrative Support Center (DASC) was established as a Primary Level Field Activity in April 1962. In 1997, DASC became a business unit of the newly formed Defense Automated Printing and Support Center. Since its inception, DASC has provided operational and administrative support to HQ DLA and other governmental organizations. This plan focuses DASC on our core mission of providing quality service to our customers at the Fort Belvoir Headquarters Complex, DLA Europe and DLA Pacific. The plan emphasizes four key elements: customers, team members, communications, and quality operations support. We are committed to working with our customers as partners. We will provide quality and responsive service,



PARTNERSHIP AGREEMENT

**DLA
Administrative
Support Center**

and

**American Federation of
Government Employees,
Local 2449**


We jointly resolve that the Spirit of Partnership between the DLA Administrative Support Center and the American Federation of Government Employees will continue to be essential to our principles of cooperation and open communication. We will work hard and fully commit ourselves to a successful Joint Labor/Management Relationship.

We hereby agree to work together on recognizing and committing to a renewed strength, with a positive attitude, and mutual respect on all issues regarding information sharing, openness, trust and pre-decisional involvement leading to the successful accomplishment of the mission of the DLA Administrative Support Center.

This Agreement is a symbol of our continued partnership and ensures that lines of communication will always be open with the commitment that we will work with each other in good faith.

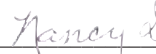
Entered into this 12th Day of February 1998.

**For the DLA Administrative
Support Center**


PHILIP R. STERBLING
Colonel, USA
Headquarters Complex Commandant



**For the American
Federation of Government
Employees, Local 2449**


Nancy Dibble
AFGE President



meeting or exceeding commitments and expectations. To do this we must create a positive work environment which welcomes new ideas, and encourages all team members to work to their fullest ability. We will provide the training and education our employees need to perform their jobs. Key to our success is the ability to communicate effectively with our customers and team members. We have implemented a communications strategy to ensure that the flow of information is positive, open, and productive. We will listen to our customer's needs and meet them. Finally, experience has shown that computer systems support is essential to operating in today's environment. We have chosen to focus on this vital area because it touches all of our customers and is critical to DLA's day-to-day business of supporting the warfighter. We are in a continual process of upgrading equipment and standardizing applications. Our goal is to exceed customer needs, with a motivated and skilled workforce, concentrating on improved communications and systems support. We want you to know that DASC has refocused its efforts on meeting the requirements of our traditional customers, listening to your needs, and making good things happen. We are "One Team with One Focus" and that focus is helping those who support the warfighter...The Defense Logistics Agency.

Defense Logistics Agency Administrative Support Center

INTRODUCTION

DASC's primary mission is to provide operational support for Headquarters DLA and to other DLA activities in the greater Washington DC area. DASC continues to provide a wide range of administrative support to the tenants at the Headquarters Complex (HQC) Facility.

DASC implemented Fee-for-Service in FY93 and was designated as a Reinvention Laboratory by the Defense Logistics Agency in June 1996. DASC was recognized in April 1996 and January of 1998 as a recipient of Vice President Gore's Hammer Award for numerous reinvention initiatives. In March 1997, DASC received the DLA Scissors Award for its innovative Fee-for-Service program.

In February 1998, DASC began providing services in the European and Pacific Theaters.

The Business Plan for 1998 and 1999 places emphasis on four elements that are critical to a successful mission:

- Responsibility to customers
- Responsibility to team members
- Commitment to effective communications
- Providing quality operational support

PURPOSE

This plan describes the goals of the DLA Administrative Support Center to its customers and its team members. The plan has been developed to meet the changing needs in support of our customers and the DASC mission. The DASC Operating Plan focuses on customer requirements, fosters excellence, and emphasizes continuous process improvements in our business areas. The plan also addresses the need to continually upgrade our operational support systems.

MISSION

DASC works with DLA and DoD customers to accomplish their mission by providing a full range of administrative support in the following areas:

- Information and Facility Management
- Financial Management
- Human Resources
- Contracting
- Legal Counsel

VISION

DASC will provide world-class administrative support, focusing primarily on our Headquarters Complex customers, DLA Europe, DLA Pacific, and as needed to other DoD elements.



VALUES

DASC's culture is based on organizational beliefs founded on personal integrity, respect for others, teamwork, empowerment, and effective communications. We strive for continual improvement and mutual trust, resulting in quality products, excellent service and meaningful employee recognition.

- **INTEGRITY:** Honest in word and deed in all actions.
- **RESPECT:** Treat everyone with respect and courtesy.
- **TEAMWORK:** Work together with a commitment to team excellence.
- **EMPOWERMENT:** Empower team members to meet customer requirements.
- **COMMUNICATIONS:** Speak and listen to customers and team members openly, honestly, and frequently.
- **PROCESS IMPROVEMENT:** Embrace new or innovative concepts and ideas.
- **CUSTOMER SERVICE:** Empower employees to deliver quality products and services in a timely manner.
- **RECOGNIZE ACHIEVEMENT:** Reward first-class customer service.

EVALUATION

DASC evaluates its effectiveness on five factors:

- Satisfying the customer
- Increasing the skill, knowledge, and ability of its workforce
- Communicating effectively
- Providing quality systems support to the HQC
- Providing best value products and services

The Performance Plan

● CUSTOMER SERVICE

Goal 1: Management Team: Improve Customer Relationships

Objectives:

1. Visit the Headquarters Complex principals on a regular basis.
2. Attend staff calls of our customers' organizations.
3. Meet monthly with DASC Consulting Group.
4. Provide DASC overview briefings and HQC tours.

Goal 2: Provide Customer Service Training

Objectives:

1. Conduct quarterly customer service training for all team members.
2. Provide weekly customer service tips to the team members.

Goal 3: Ensure "Best Value" Products and Services

Objectives:

1. Benchmark DASC products and services on a semi-annual basis.
2. Re-engineer business processes and procedures as necessary.
3. Partner with private industry when it adds value to DASC services and products.
4. Monitor customer comment card program.
5. Conduct customer surveys.

● TEAMWORK

Goal 1: Train Team Members

Objectives:

1. Establish and adhere to effective Individual Development Plans.
2. Provide semiannual performance updates.
3. Establish Training Advisory Board.
4. Create a Mentor Program.
5. Focus general training on customer service and employee empowerment.
6. Educate team members on concepts of employee empowerment.

Goal 2: Recognize Team Member Accomplishments

Objectives:

1. Conduct monthly recognition and awards ceremony.
2. Recognize achievements with On-the-Spot awards.
3. Tell people "thanks" for a job well done.
4. Establish a DASC Employee of the Quarter Award.

Goal 3: Build DASC Esprit de Corps

Objectives:

1. Build consensus by appropriately discussing initiatives.
2. Develop off-duty group activities for team members and their families.
3. Conduct special seasonal events for team members.
4. Establish accountability; deal honestly and effectively with team members.
5. Establish informal brown bag lunch program for all team members.

● COMMUNICATIONS

Goal 1: Improve Communications within the HQ Complex

Objectives:

1. Establish a HQC Bulletin and evaluate quarterly.
2. Establish the "HQC Channel" on the closed circuit network and evaluate quarterly.

Goal 2: Conduct Open and Honest Communications

Objectives:

1. Strengthen current communication networks.
2. Provide advance notification of planned changes that affect customers.
3. Conduct follow-up phone calls and visits to customers.
4. Provide same-day responses to e-mail inquiries.
5. Train team members on communication techniques.

● OPERATIONS

Goal 1: Provide a Safe and Healthy Environment for the HQC Facility

Objective: Survey the workplace for health, safety and security risks and take corrective action.

Goal 2: Provide Dependable System Support to HQ Complex

Objectives:

1. Provide a high performance network with over 99.5% reliability rate.
2. Operate an electronic mail system that is reliable and accessible.
3. Upgrade the Local Area Network.

Goal 3: Improve Contracting Responsiveness Time

Objectives:

1. Upgrade contracting software with the Standard Procurement System.
2. Target 100% of micropurchases to be accomplished via IMPAC program.

Goal 4: Increase Resource Management Support

Objectives:

1. Implement the Automated Monthly On-Line Obligation Plan.
2. Deploy the DASC World Wide Human Resources Merit Promotion System.

Goal 5: Market DASC Programs

Objectives:

1. Market DASC products and services.
2. Conduct customer focus meetings tailored to specific services.

Goal 6: Quarterly Review and Analysis (R&A)

Objective: Metrics will be briefed quarterly at the DASC Quarterly Review and Analysis.

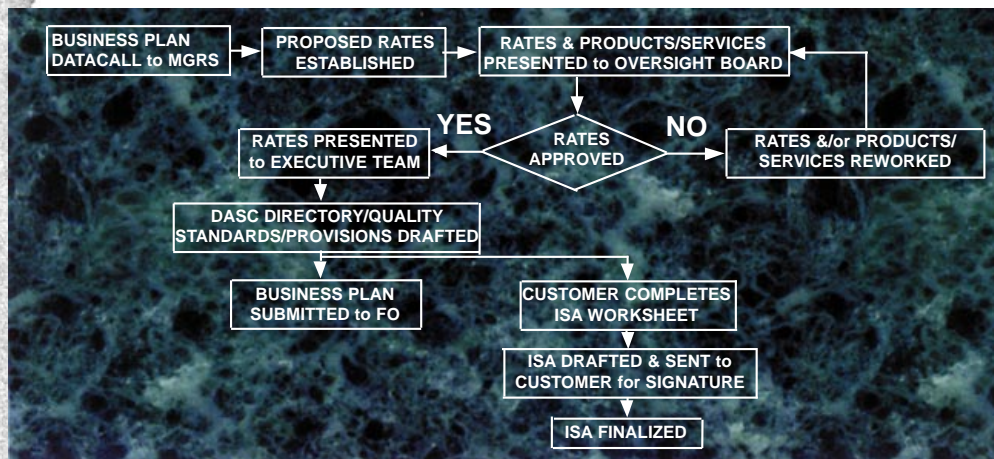
Defense Logistics Agency Administrative Support Center

BUSINESS PROCESS

DASC operates as a cost center within the DLA Defense Working Capital Fund (DWCF), and is a Fee-for-Service (FFS) activity. HQ DLA operates under the FFS concept with defined requirements, negotiated cost, and signed Interservice Support Agreements (ISAs). Funds are placed directly into the DASC budget to avoid usage of DLA reimbursable authority. Remaining customers pay through reimbursement. The DLA Corporate Fee-for-Service Oversight Board, made up of Headquarters business area representatives, monitors DASC operations. This Board

annually approves rates, costs, end-strength, DASC products, and reviews DASC recovery rates quarterly.

DASC has developed cost accounting codes, by product/service, as the common denominator between revenue and expense. LAN-based applications, with worldwide web interfaces, provide customer usage and funding status as well as management reporting. These applications are integrated with the DLA accounting system which provide actual expense data, or tracking Net Operating Recovery (NOR) to each product and service.



DASC HEADQUARTERS COMPLEX OPERATIONS

The Office of Headquarters Complex Operations provides integrated support for customers within and outside the Headquarters Complex. Our Local Area Network (LAN) is based on state-of-the-art equipment and design. An advanced, large client-server network, it is considered one of the largest ATM LANs in the country today. The network features high bandwidth architecture designed to meet the needs of our customers into the 21st century, including provisions for fiber-optic connection to the desktop. When customer requirements grow to the point where a fiber connection is needed, our network can be upgraded to take advantage of the in-place fiber availability.

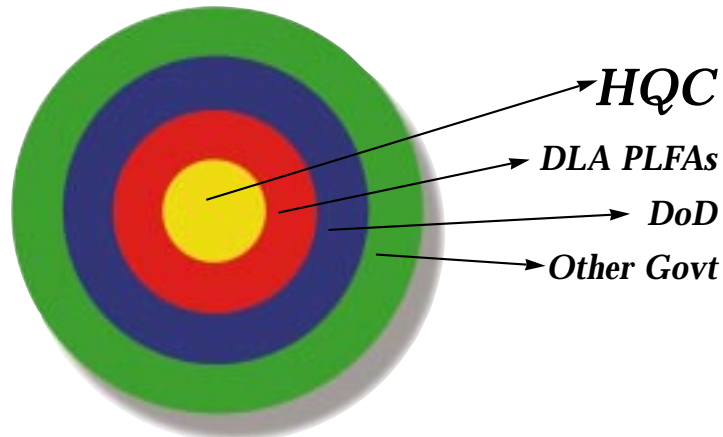
With the completion of a network upgrade in the second quarter of FY98, our network will have OC-3 (100 times the

capacity of a T-1 line) connectivity to the Internet, and will provide OC-3 connections within the building. Our continuing upgrades will ensure that HQC customers have more than enough bandwidth for even the most demanding desktop applications, including video.



Using a skilled team of Federal employees and contractors, our network services are truly an example of the power of partnership between Government and the private sector. Our Government workforce provides stability, a core mission capability, and the corporate knowledge necessary to maintain a complex network for the HQC. Our contract support allows us to expand and contract the workforce, based on customer needs, and to rapidly acquire expertise needed for specific projects.

DLA is Our Primary Customer



DASC's primary focus is to serve DLA customers located at the Headquarters Complex at Fort Belvoir and our DLA customers serviced by our Regional Offices in Europe and the Pacific.

DASC Management Team

COL Philip R. Sterbling, USA
Mr. William Caison
Mr. Richard Frederick
Ms. Catharine Kualii
Mr. Jeffrey Neal
Mr. Walter Thomas
Ms. Nancy Ward

Fee-for-Service Oversight Board

Ms. Marcia Case
Mr. Pete Dudley
Ms. Catharine Kualii
Ms. Ruby McMillen
CAPT Pete Raymond, USN
Ms. Simone Reba

American Federation of Government Employees, Local 2449

Ms. Nancy Dibble, President

DASC Consulting Group

CAPT Steve Brooks, USN
COL Dan Burrows, USA
Ms. Nancy Dibble
Mr. Rix Edwards
COL Richard Freeman, USA
Ms. Ruby McMillen
Mr. Jeffrey Neal
COL Will Stormer, USA

**ADMINISTRATIVE
SUPPORT
CENTER**

HELPING SUPPORT THE WARFIGHTER



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